



FOR ALL OF US.

**THE HOSPITAL
IS JUST THE START.**

FOR ALL OF US.

MetroHealth is revolutionizing health care in Northeast Ohio in a way that no one else can by serving as a catalyst for change — for our health, for our neighborhood, for our economy and for our future. **For All Of Us.**

Why? We're treating more than symptoms. We're tackling the root cause. We know that where and how people live has a direct impact not only on their physical health; but also on their emotional, social and financial well-being. If where you live isn't healthy, it's much harder for you to be healthy.

Our plan builds upon our legacy in health care and harnesses our power as an anchor institution to invest in opportunities to revitalize neighborhoods, support education, create jobs and build the regional economy.

When you support MetroHealth's campaign, you will be a catalyst for change. You will help patients, neighbors, businesses and communities across our region thrive.



The commitment to our entire community is what brings us together.

One hundred and eighty years ago, the leaders of this newborn city cemented Cleveland's commitment to equity when they founded City Hospital, a place for the sick and poor who had, before then, been driven out of town and into the wilderness to survive — or not — on their own.

The infirmary grew and evolved and moved.

Today, City Hospital is MetroHealth, a health care system that has never forsaken its mission of serving everyone, no matter what they look like, how sick they are or how empty their pockets; a health system whose commitment to equity for all is as strong as ever. We will not lift some members of this community and ignore others. We will not leave our brothers and sisters, our mothers and fathers, our neighbors and friends behind. And we will not ever slip from what Franklin D. Roosevelt so eloquently called, "the path of faith and hope and love toward our fellow man."

It is who we are.

And who you are.

The commitment to our entire community is what brings us together.

You may have heard that we issued \$946 million in bonds in May 2017, to fulfill our promise to rebuild our hospital, revitalize our main campus and

reinvent our West Side neighborhood. We were able to borrow that money on the condition that we raise millions more in donations, that show we have the support of the community we're here to serve.

We need to keep our promise.

That means we need you.

The commitment we've made is to raise a minimum of \$100 million.

Those dollars will be put toward our commitment of leading community transformation. We will do that by investing in programs and facilities to improve health, create opportunity and strengthen community.

Our four campaign priorities are straightforward:

- For Our Health
- For Our Neighborhood
- For Our Economy
- For Our Future

We have assembled a dynamic team of community leaders to assist in accomplishing this bold vision. Our honorary campaign chairs and campaign cabinet are an impressive collection of civic, philanthropic and business leaders for whom service is second nature.



They believe in the people of MetroHealth, the future of MetroHealth, the mission of MetroHealth.

I am honored to be working alongside them to ensure the success of our campaign, aptly titled, "For All of Us."

We could tell you that any donation you make to MetroHealth will buy bricks and steel, X-ray machines and hospitals. But that wouldn't be true. What it buys is the promise of good health and a good life for everyone who lives here.

And hope. Hope that builds a better Cleveland and a better world. Hope that ignites the future we all dream of.

Hope provided by you.

Akram Boutros, MD, FACHE

President and CEO

The MetroHealth System



We will not lift
some members of
this community
and ignore others.



TRANSFORMATION CAMPAIGN VISION

Transformation Campaign Goal:
\$100 million

MetroHealth is revolutionizing health care in Northeast Ohio in a way that no one else can by serving as a catalyst for change — for our health, for our neighborhood, for our economy and for our future. **For All Of Us.**



For Our Health

Goal for Priority Area: \$35 million

We're redefining what it means to be healthy — offering care that helps patients improve their physical, emotional, mental and financial well-being.



For Our Neighborhood

Goal for Priority Area: \$40 million

We're building a stronger, healthier neighborhood, a community whose residents can make choices that allow them to live a long, healthy life, regardless of their income, education or ethnic background.



For Our Economy

Goal for Priority Area: \$5 million

We're building more than a building. We're creating a healthier environment where people can thrive.



For Our Future

Goal for Priority Area: \$20 million

Education and job training are core elements of MetroHealth's vision for the future — for the hospital, the next generation of caregivers and our community.

WHY METROHEALTH?

For nearly two centuries, MetroHealth has been leading the fight between poverty and health.

We have a history of going beyond traditional health care and of developing services designed to remove barriers that prevent people from getting the health care they need.

Just a few examples include...

in 1837

Cleveland City Council designated an infirmary as City Hospital, a place for the chronically ill, aged, mentally impaired and poor. City Hospital would later become MetroHealth.

in 1976

we began opening **clinics in neighborhoods**, knowing that was the best way to help people who might lack transportation to reach our main campus.

in 2012

we launched a pilot of **Red Carpet Care**, a program that coordinates medical care, home visits and access to social services for the chronically ill. Not only does this approach support better outcomes, it also reduces health care costs.

in 2013

We began delivering primary care services in Cleveland Metropolitan School District elementary and high schools. The **School Health Program** brings health care to thousands of children who otherwise might not have easy access to services.

in 2019

the first class graduates from **Lincoln-West School of Science and Health at MetroHealth** – the only hospital-based high school in the country.



How will MetroHealth do it? By being a catalyst for change.



By building partnerships.

With residents, business owners, non-profits, everyone who is interested in improving the health and well-being of everyone in our community.



By being more than a

hospital. Our transformation plan will enable MetroHealth to invest in opportunities to revitalize neighborhoods, support education, create jobs and build the regional economy.



And by focusing on

four priorities as we move forward in revolutionizing health care while we transform our campus:

- For Our Health
- For Our Neighborhood
- For Our Economy
- For Our Future

By tackling the social determinants of health —

the circumstances in which people are born, grow, live, work and age. These conditions affect our daily lives and have a direct impact on our health and lifelong well-being.

FOR OUR HEALTH

Goal for Priority Area: **\$35 million**

The numbers don't lie.

Something has to change.

In 2018, Cuyahoga County was ranked **60th in health outcomes** out of 88 counties, a slight improvement over its ranking of 67th in 2013.

In our Clark-Fulton neighborhood, **72% of people live in poverty** or near the poverty line.¹



Why does this matter to a health system?

Because people ... our neighbors ... our children ... aren't thriving as they could. As they should.

The root cause? Being poor and unemployed ... coupled by living with a high level of stress.

In fact, those born in the Clark-Fulton neighborhood will likely live nearly 17 years less than those born less than 10 miles away.

Research shows a strong link between poverty, high unemployment, increased health risks and a shorter life span. But we can change that. We're inviting you to help us make that change.

Join us in the revolution.

In Cleveland, nearly **50% of children** live in poverty.¹

In Cuyahoga County, **18%** of people live in poverty.¹

Nearly **21%** of people in Cuyahoga County have limited access to fresh, healthy food.²



For Our Health means redefining what it means to be healthy.

Because good health goes beyond good health care.

For Our Health is about offering care that helps patients improve not only their physical health, but also their emotional, mental and financial well-being. It's about giving equal opportunity for everyone to have what they need to live healthy lives ... by making access to care easier; by removing barriers such as poverty, discrimination and other economic and social disparities.

How will MetroHealth offer this kind of care? With programs that take health care to the patient, instead of to the hospital; offer healthy food as a remedy to combat chronic illnesses; provide first-time moms the support, care and advice they need to ensure the best health outcomes for them and their babies; take primary care services to local school children who otherwise might not have easy access to health services ...

And that's just the beginning.

FOR OUR NEIGHBORH

Goal for Priority Area: **\$40 million**

The numbers don't lie.

Something has to change.

People who participate in some form of art activity were 2 times as likely to report being in good, very good or excellent health compared to those who don't participate in the arts.¹



Again, why does this matter to a health system?

People living in neighborhoods that are more walkable and have a perceived sense of safety — related to both traffic and crime — have been shown to be more physically active and have overall better cardiovascular health.²

Patients who participate in art-related programs, for example, have shorter lengths of hospital stay, require less medication and have fewer complications. Which, in turn, translates into lower health care costs.³

A similar story can be told with how nature impacts health care. Nature helps us cope with pain. In fact, a study compared patients who underwent gallbladder surgery; half had a view of trees and half had a view of a wall. According to the physician who conducted the study⁴, the patients with the view of trees tolerated pain better and spent less time in a hospital.

So let's give our patients the opportunity to draw. To sketch. To sing. To dance. To walk. To run. To breathe fresh air.

We're asking you to help us give them that opportunity.

Join us in the revolution.

¹Bureau of Economic and Business Research ²www.placemakers.com

³2013 Legislative Issue Brief: Arts in Health—Strengthening our Nation's Health through the Arts

⁴Robert Ulrich ⁵Walkscore.com

⁶Centers for Disease Control Summary Health Statistics for U.S. Adults: National Health Interview Survey, 2011

OOD

The city of Cleveland has a walk score (which measures how accessible a neighborhood is on foot) of **60**, 24 points lower than the target score of 84.⁵

Adults with family incomes of less than \$35,000 are nearly **five times** more likely to be considered “inactive” according to federal recommended guidelines for aerobic activity.⁶



For Our Neighborhood is exactly that — building a stronger, healthier neighborhood.

A neighborhood whose residents can make choices that allow them to live a longer, healthier life, regardless of their income, education or ethnic background.

For Our Neighborhood means working beyond the walls of our hospital and health

centers to use nature and the arts to help people heal, unite and grow stronger.

How will MetroHealth offer this kind of care? With a reimagined open green space that is a welcoming gateway to our neighborhood ... with walking paths, courtyards,

gardens and healing spaces for patients, families and employees; and art programming for our patients, caregivers and our neighbors, to improve not only their health; but their quality of life.

And that's just the beginning.

FOR OUR ECONOMY

Goal for Priority Area: **\$5 million**

The numbers don't lie.

Something has to change.

An adult without a high school diploma earns **42% less** than an adult with a diploma and is twice as likely to be unemployed than a person with an associate's degree¹.

42%

Why does this matter to a health system?

Because poverty, illiteracy and unemployment have a direct and negative impact on a person's physical and mental health.

- Adults living in poverty have higher rates of diabetes, ulcers, asthma, chronic bronchitis, COPD and several other conditions compared to those who are not poor.
- Adults who are unemployed are about five times more likely than employed adults "to experience serious psychological distress" in the previous month.
- Only 25% of poor adults report having visited a dentist in the past 6 months, compared to 53% of adults who were not poor.²

Health affects your ability to get to work and earn a living. Among private-sector employees in the lowest 10 percent of wages, only 27% have paid sick time. This forces a low-income person to either go to work sick or lose wages.

And, the impact on the cost of health care is staggering. People with low literacy skills are much more likely to use emergency services, have higher rates of hospitalization and use preventative health care less³, which adds an estimated \$232 billion a year in health care costs nationwide⁴.

But MetroHealth is here to help. By supporting the creation of jobs and educational opportunities for our neighbors; for our community. In fact, a recent report⁵ measured the economic impact of MetroHealth's campus transformation through 2023. The bottom line: supporting the creation of jobs — 3,237 jobs in Cleveland and 5,618 total jobs in Cuyahoga County. An increase in household earnings by \$218.6 million in the city and \$360.4 million in the county.

Join us in the revolution.

¹Seeds of Literacy ²https://www.cdc.gov/nchs/data/series/sr_10/sr10_260.pdf

³<https://health.gov/communication/literacy/quickguide/factsliteracy.htm>

⁴<https://proliteracy.org/Resources/Adult-Literacy-Facts#>

⁵2017 Maxine Goodman Levin College of Urban Affairs at Cleveland State University ⁶The Literacy Cooperative

⁷CARES Engagement Network



47% of people in Cuyahoga County over the age of 16 have literacy levels below those required for jobs paying more than the minimum wage.⁶

In Cuyahoga County, **33% of residents** live in substandard housing.⁷

For Our Economy means giving opportunities to those who may not have had them before in the neighborhood we proudly call home.

It's leveraging our power as an anchor institution to serve as an economic engine for development in our neighborhood ... and beyond.

Our transformation will present programs that will deliver broad community benefits in affordable housing, financial stability, safe neighborhoods, education and quality jobs.

MetroHealth is working collaboratively with public, private, nonprofit and civic partners on planned and future projects, public transportation, roadway

infrastructure improvements, housing and public space enhancements that will improve the quality of life for those who live, work, visit, shop and play in our neighborhood.

The Lincoln-West School of Science and Health at MetroHealth combines a traditional high school curriculum with interactive learning in a health care setting. It is believed to be the first of its kind in the country to be embedded in a hospital. This unique environment shows students

in our neighborhood the employment opportunities a hospital can present — from physicians, nurses and therapists to accountants, chefs and human resource specialists.

And that's just the beginning.

FOR OUR FUTURE

Goal for Priority Area: **\$20 million**

Something IS changing.

And the numbers don't lie.

MetroHealth raised **\$946 million** in bonds to fulfill our promise to rebuild our hospital, revitalize our main campus and reinvent our neighborhood.

More than **100 investors** showed enthusiastic interest in our transformation — the largest public construction project in Cuyahoga County.



These numbers matter to a health system. They matter to The MetroHealth System.

But we're just getting started. Our goal is to raise a minimum of \$100 million philanthropic dollars to put toward our commitment of leading community transformation.

Our transformation plans have received national validation. It's an affirmation that the project is the right thing to do — and at the right time — for the health and well-being of our neighborhood. And it is a resounding show of confidence that strong philanthropic support exists to make our transformation — our steadfast pledge to this community — a reality.

We will get there. And we're asking you to partner with us on our journey.

Join us in the revolution.

In 2018, we received the **largest individual gift** in MetroHealth's history — in the form of endowments that will support research professorships and a teaching fellowship.

Our transformation is one of the largest in the nation, and is in fact the country's **largest self-funded project** by a public hospital.



For Our Future means MetroHealth will support job training programs and financial literacy in our neighborhood.

How will MetroHealth do this? We will support caregivers with educational and research endowments; as a teaching hospital, we will train doctors, nurses and allied health professionals in our patient-centric health care model. We will provide high school students with training and exposure to hundreds of jobs

available in health care and beyond, through our unique Lincoln-West School of Science and Health at MetroHealth.

And that's just the beginning.

CAMPAIGN LEADERSHIP

Let's get personal.

Each of us knows someone whose life has been directly touched by MetroHealth. It's personal.

Each of us recognizes the importance of MetroHealth to the millions of people we will never meet personally. It's about equity and social justice.

Each of us benefits from having MetroHealth here in our community.

So, we are each honored to serve on the leadership team for the philanthropic campaign that will support MetroHealth's bold transformation. We look forward to the conversations, tours and events that we'll share with our fellow Clevelanders who will step up to learn more, get involved and, like us, support the remarkable transformation of this great community asset.

The MetroHealth Transformation ... essential. **For All of Us.**

Vanessa L. Whiting, Esq.

Chair, Board of Trustees
The MetroHealth System

Brian M. O'Neill

Chair, Board of Directors
The MetroHealth Foundation

Honorary Campaign Chairs



Bridget and Bernie Moreno
Civic Leader
President, Bernie Moreno Companies



Rev. Dr. Otis Moss Jr.
Pastor Emeritus, Olivet
Institutional Baptist Church



Audrey and Albert Ratner
Educator
Former Co-Chair Emeritus,
Forest City Realty Trust, Inc.



Jerry Sue Thornton, PhD
President Emeritus,
Cuyahoga Community
College

Campaign Cabinet



Akram Boutros, MD, FACHE
President and CEO
The MetroHealth System



Vanessa L. Whiting, Esq.
President, A.E.S.
Management Corp.
Chair, Board of Trustees,
The MetroHealth System



Brian M. O'Neill
Partner, Tucker Ellis, LLP
Chair, Board of Directors,
The MetroHealth Foundation



Joseph DiRocco
Northeast Ohio Regional
President, Fifth Third Bank



Rob Durham
President, HKM Direct
Marketing Communications
Past Chair and Life Member,
Board of Directors,
The MetroHealth Foundation



Brenda K. Kirk
Past Chair and Life Member,
Board of Directors,
The MetroHealth Foundation



Thomas M. McDonald
President and CEO, Thomas
McDonald Partners, LLC
Member and Past Chair,
Board of Trustees,
The MetroHealth System



Scott Mueller
CEO, Dealer Tire, LLC

The background is a solid yellow color. It features several white outlines of hexagons. Some hexagons are single-lined, while others are double-lined. They are arranged in a pattern that suggests a honeycomb structure, with some hexagons partially cut off by the edges of the frame.

**FOR ALL
OF US**

The hospital is just the start.

By now, you understand what we mean when we say, “It’s about more than the hospital.”

Yes, by 2023, we will have an 11-floor hospital with 270 private rooms for patients who require care beyond observation.

And our state-of-the-art facilities for specialty care will only continue to get better. Including our renowned Level 1 Adult Trauma Center, Level II Pediatric Trauma Center, Comprehensive Burn Care Center (Ohio’s only adult and pediatric trauma and Burn Center), and Neonatal Intensive Care Unit.

But we all know that being healthy goes beyond good health care.



We will also have ...

Half of our campus dedicated to green space, while adopting the EcoDistricts protocol because it aligns with the principles and values on which MetroHealth was founded.

Alumni from the first graduating class of the Lincoln-West School of Science and Health at MetroHealth finishing college and are seeking fulfilling professional employment opportunities.

A thriving Clark-Fulton neighborhood, with an increase in residents ... many of whom are MetroHealth employees.

More children with access to care, as our school health program expands to more campuses within the Cleveland Metropolitan School District.

An improvement in the literacy rate, thus a decline in poverty ... as more people have access to educational opportunities in our neighborhood.

Imagine that future.

Where Clark-Fulton, Cleveland, Cuyahoga County and all of Northeast Ohio are stronger, and offer a more perfect environment where people can thrive.

This is the future we are striving for, one in which we all benefit by changing how we provide health care and by understanding that being healthy takes much more than just medical care.

The \$100 million we are raising will help fund this transformative change that will directly impact our health, our neighborhoods, our economy and our future.

Join us in the revolution.



Join us. Bring the transformation — and our vision of a new MetroHealth — to life. We're asking you to partner with us in our vision for a healthy community by supporting green space, programs and services for our neighborhood, and educational endowments for our next generation of leaders.

These are not small plans. And we're going to need your support to make them happen.



We all know that health care is changing. MetroHealth is ahead of that change, providing a new approach to health care that will enable people to live their healthiest, best lives.

And to reach our goal of revolutionizing health care in a way that no one else can, we need your help.

Yes, our hospital is financed. Based on the strength of our vision and our track record of 180+ years, we successfully secured nearly \$1 billion in bond financing to build our new hospital.

We feel strongly that we are uniquely qualified to drive this transformation. Why? Because of our legacy and power — we have led the way for community health in Northeast Ohio for nearly two centuries.

We believe that now it's time to revolutionize our approach to more broadly address the social and economic issues impacting health and drive innovations that can have a long-term impact on health outcomes.

Join us in this revolution. Help bring to life this bold vision that has the power to transform our community's health, our neighborhood, our local economy and our future. For All of Us.



The MetroHealth Foundation

metrohealth.org/foundation | 216-778-5665

2500 MetroHealth Drive, Cleveland, OH 44109



JOIN US.

